



FOSTERING ETHICAL LEADERSHIP

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GOALS

- Define and explore the costs of unethical leadership
- Examine four strategies for developing ethical leadership
- Learn how six mindsets support ethical leadership



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ETHICAL LEADERSHIP

Ethical leaders exercise moral principles and norms such as fairness, honesty, respect, equality, trust, and dignity. They balance these with a goal to serve the best interests of the organization and society.



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UNETHICAL LEADERSHIP PRACTICES

Dishonesty in proposals or dealings
Concealing or distorting information
Personal agenda at organizational expense
Intimidation
Taking shortcuts that impact quality
Acting on short term opportunism
Altering records
Invading privacy
Biased decision making & interactions



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COST OF UNETHICAL LEADERSHIP

- Employee and customer attrition
- Low productivity and minimal initiative
- Encourage mediocrity and passivity
- Damage to organizational reputation
- Foster misconduct in others

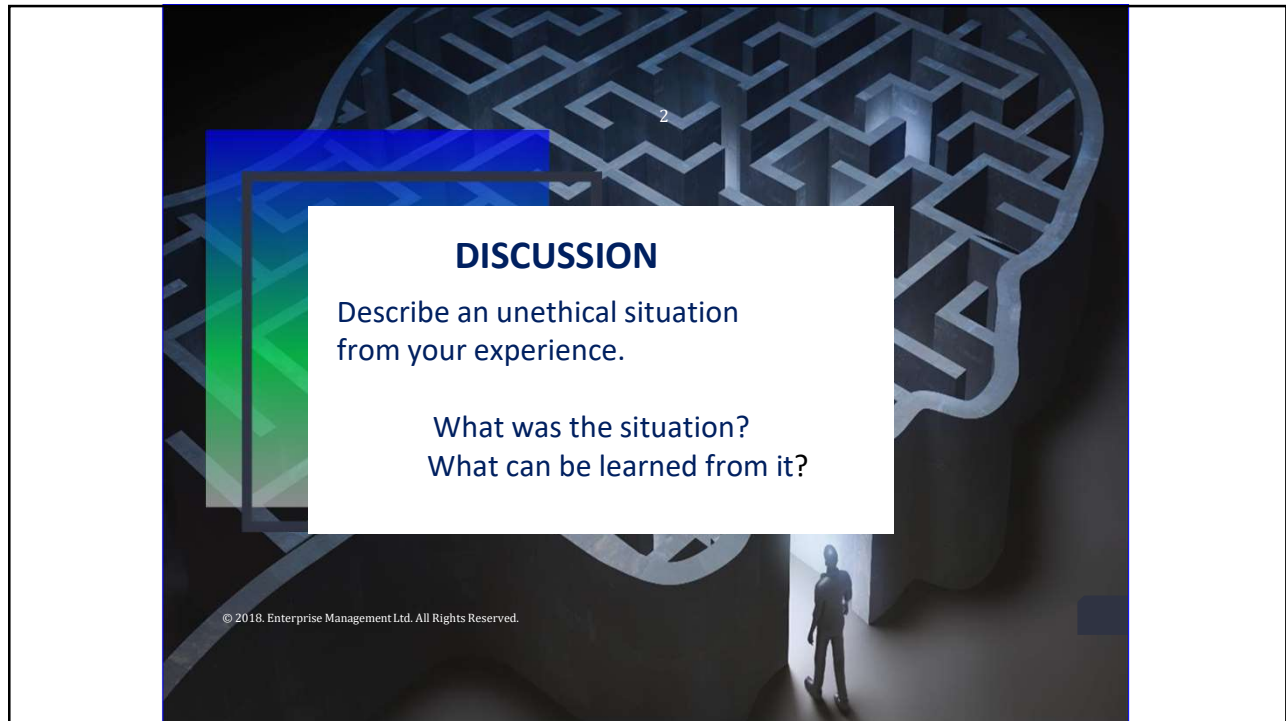
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PROFESSIONALISM AS SYNONYM?

Professionalism must guide interactions and decision making using comprehensive analysis across multiple time horizons.



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DISCUSSION

Describe an unethical situation from your experience.

What was the situation?
What can be learned from it?

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This slide features a background image of a large, complex maze. In the lower right corner, a small silhouette of a person is standing in a brightly lit opening within the maze. The slide includes a white text box with a blue and green gradient border on the left side.

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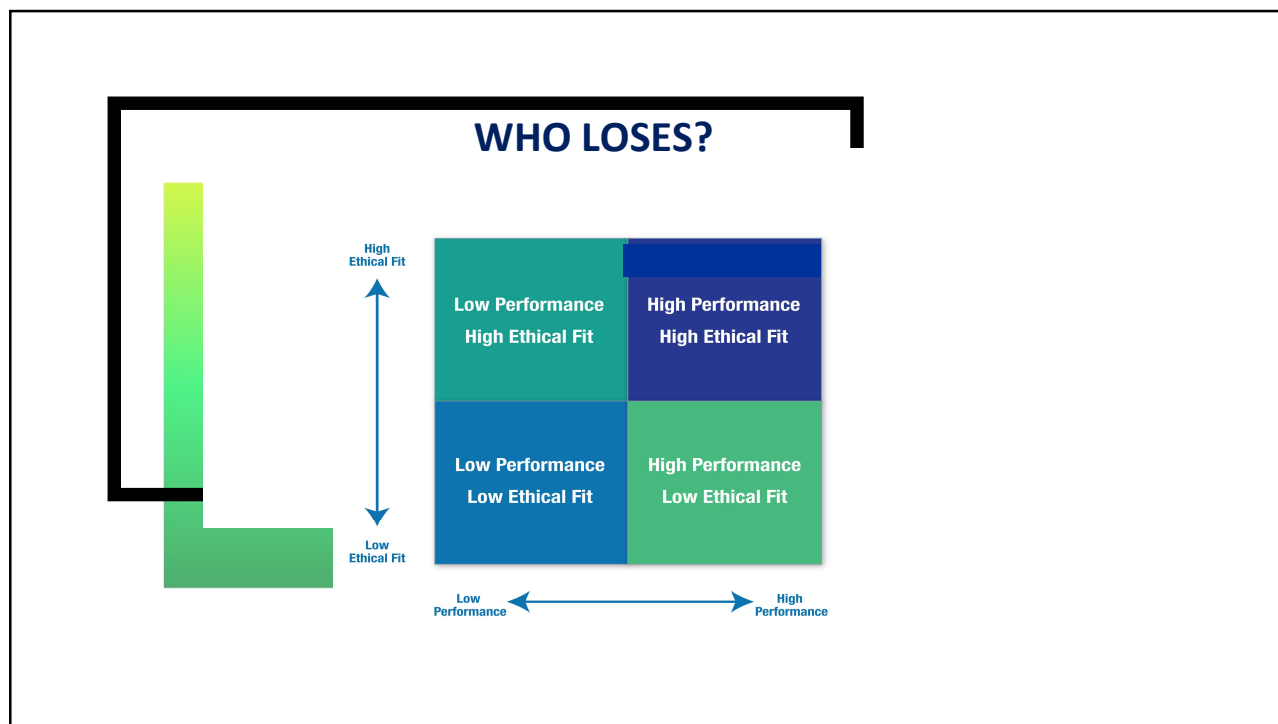
ETHICAL/PROFESSIONAL DEVELOPMENT STRATEGIES

- Negative consequences, Loss

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This slide features a background image of a person in a dark suit and striped tie, with their hand raised as if gesturing. In the foreground, several wooden dominoes are arranged in a line, with one domino being tipped over by the person's hand. The slide includes a white text box with a green gradient border on the left side.

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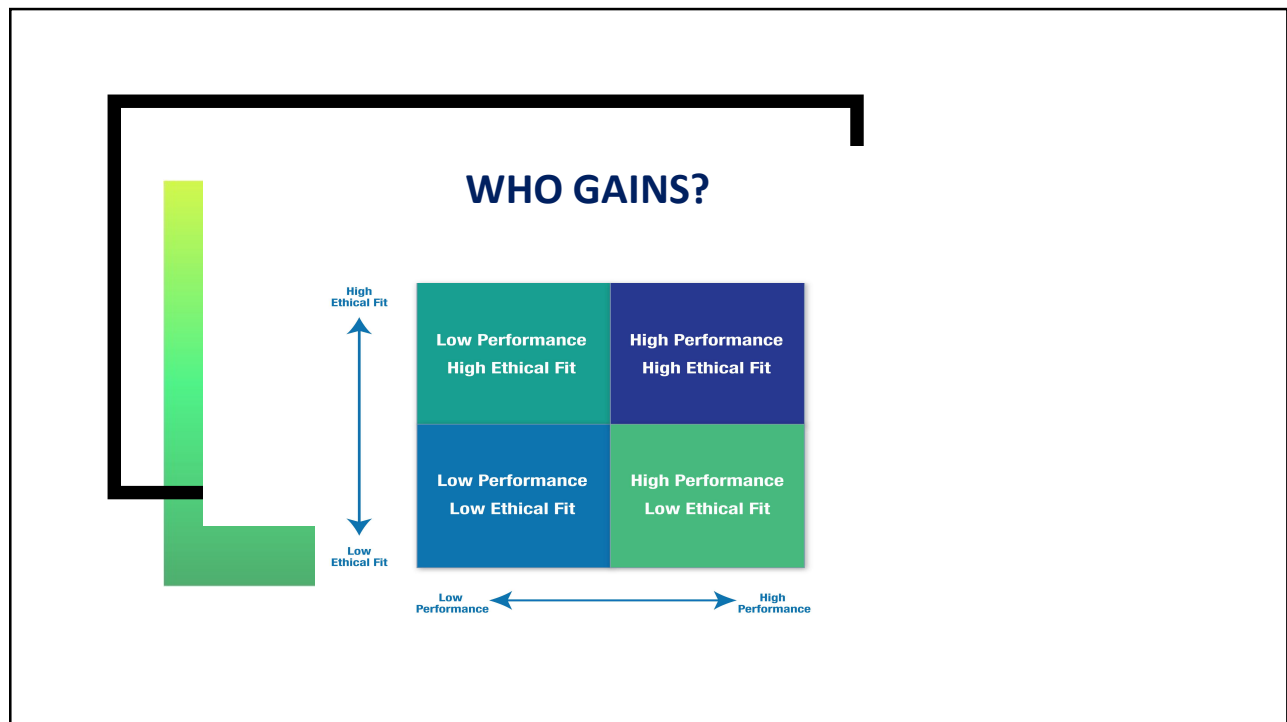


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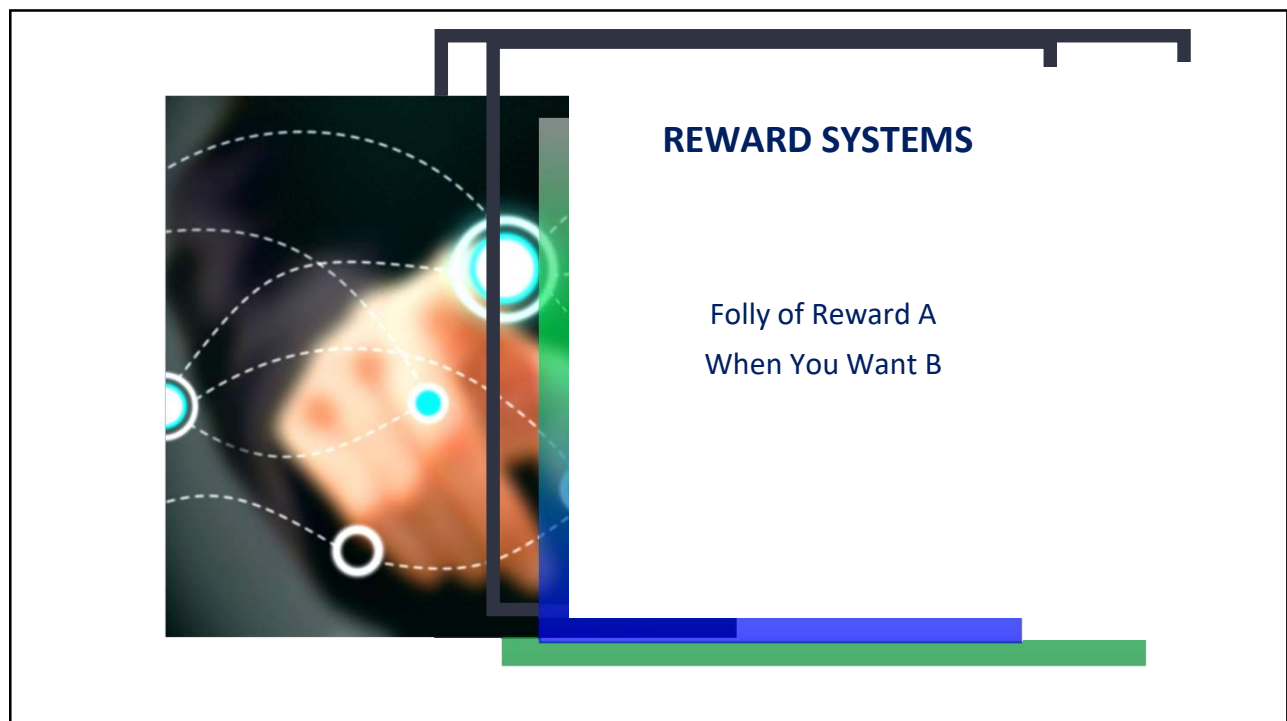
ETHICAL/PROFESSIONAL DEVELOPMENT STRATEGIES

- Negative consequences, Loss
- Positive consequences, Gain

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ETHICAL/PROFESSIONAL DEVELOPMENT STRATEGIES

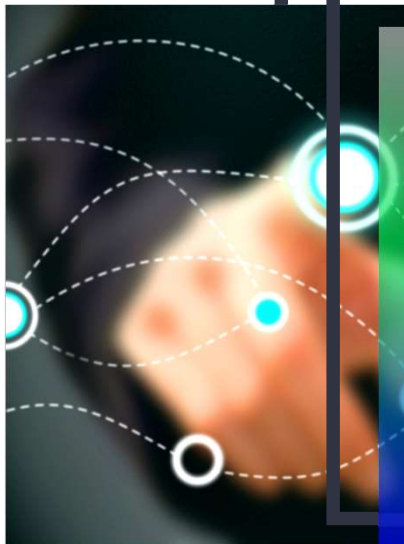
- Negative consequences, Loss
- Positive consequences, Gain
- Develop awareness, Inform



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AWARENESS

Mission, Values, Norms
Policies & Protocols
Standards & Expectations
Training
Coaching & Mentoring
Cross-Cultural Understanding &
Environment
Decision Making Practices



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WALK THE TALK

“People will forgive you for not being the leader you should be, but they will never forgive you for failing to be the leader you claim to be.”

Gen. Stanley McChrystal

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“Trust takes years to build,
seconds to break,
and forever to repair.”

Anonymous

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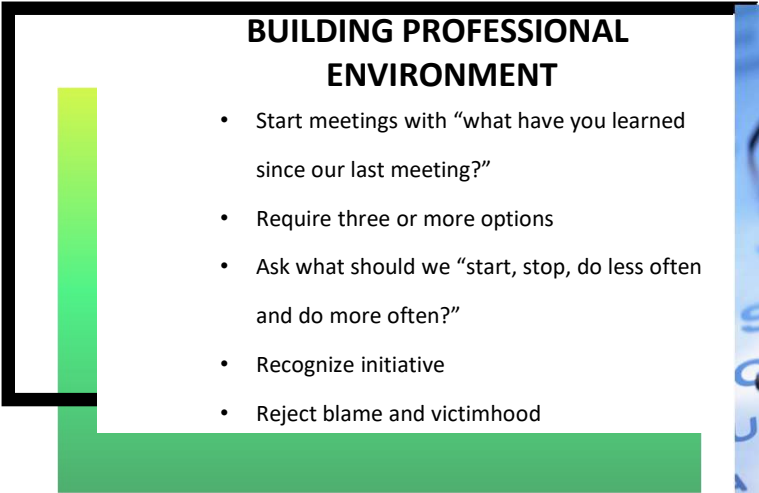
BUILDING PROFESSIONAL ENVIRONMENT

- Start meetings with “what have you learned since our last meeting?”
- Require three or more options
- Ask what should we “start, stop, do less often and do more often?”
- Recognize initiative
- Reject blame and victimhood

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- Positive consequences, Gain
- Develop awareness, Inform
- Enhance, Expand Influence

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INFLUENCE

- Formal Power
- Connections
- Respect, Relationship
- Alignment, Mutual Benefit

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SITUATIONAL MINDSET INDICATOR®

1. Select one project, initiative, situation or task
2. Use your selected situation as the frame of reference in answering the following two questions
3. Record or remember the letters you selected

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YOU FACE A DIFFICULT DECISION, WHAT WOULD YOU DO FIRST?

- a. Generate multiple potential solutions
- b. Get others to act quickly
- c. Develop a system to analyze the alternatives
- d. Calculate the benefits and risks
- e. Collect information from others to help you analyze the situation
- f. Question the assumptions associated with the situation

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WHAT IS THE MOST PRESSING ISSUE AT THIS TIME FOR YOUR SITUATION?

- a. Innovative
- b. Customer and market focused
- c. Systems integration and flawless execution
- d. Process improvement
- e. High performing culture and key talent retention
- f. Preparing for the future

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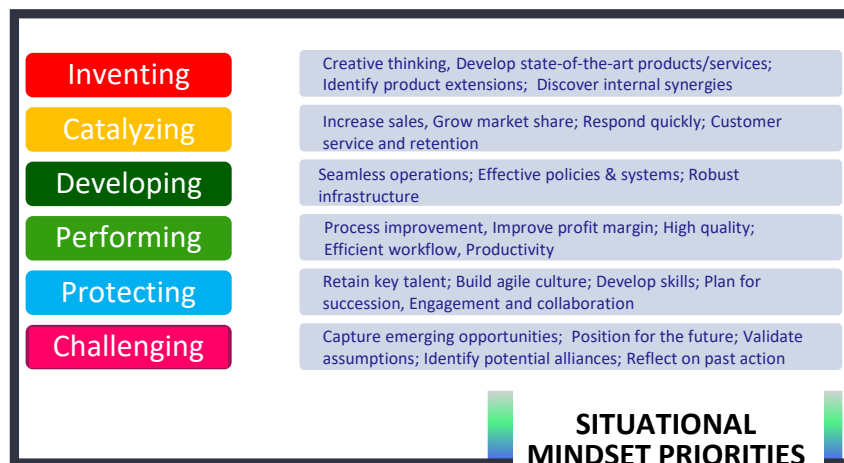


SITUATIONAL MINDSETS PRIORITIES

- A. Responses = Inventing Mindset
- B. Responses = Catalyzing Mindset
- C. Responses = Developing Mindset
- D. Responses = Performing Mindset
- E. Responses = Protecting Mindset
- F. Responses = Challenging Mindset

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SITUATIONAL MINDSETS INDICATOR

- **45%** operate with one Mindset Priority
- **31%** operate with two Mindset Priorities
- **22%** operate with three Mindset Priorities

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WORKING MEMORY

How many factors do you think we can
keep in our minds at a time
to analyze a situation?



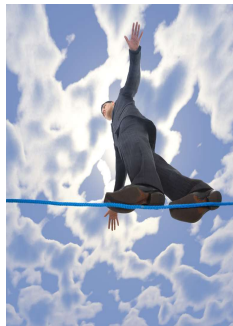
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INFLUENCING WITH SITUATIONAL MINDSETS



1. Identify the Mindset Priority that currently drives the other party. WIIFT
2. Explore the outcomes or benefits they seek.
3. Clarify your Mindset Priority. WIIFM
4. Develop a mutually satisfying solution that meets their needs as well as your own.
5. Start the discussion by focusing on their Priority.

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INFLUENCING WITH SITUATIONAL MINDSETS

Your new CEO's strategic plan centers on geographic expansion using the Catalyzing Mindset. You think the concentration should be on improving leadership professionalism which is driven by the Protecting Mindset Priority.

How would you start a conversation with the CEO to expand his/her Mindsets.

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INFLUENCING WITH SITUATIONAL MINDSETS

Which phrase would you include in your opening comments?

Strategic planning

Compliance

Productivity

Funding research

Customer retention

Organization's reputation

Improving quality

Collaboration

Infrastructure & systems

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EVIDENCE OF AN EFFECTIVE ORGANIZATION

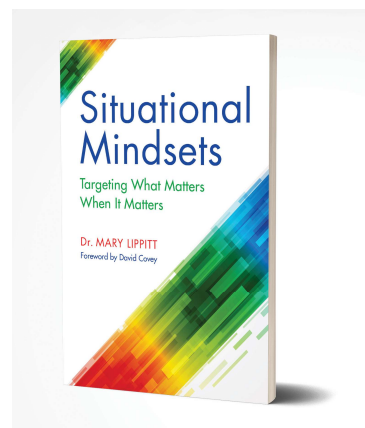
I like what we did.
I like the way we did it.
I like the way I was treated.



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THANK YOU

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